



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY GARRISON HEIDELBERG  
UNIT 29237  
APO AE 09102-9237

IMEU-HEI-PL

15 November 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Garrison Heidelberg (USAG Heidelberg) Command Policy  
Memorandum # 25, Resolution of AT/FP/CM After Action Review (AAR) Findings

1. References.

- a. DoD 0-200.12H, Antiterrorism Handbook, 9 Feb 04.
- b. FM 3-0, Operations, Jun 01.
- c. USAREUR Regulation 525-13, Military Operations – Antiterrorism, 23 Feb 05.

2. This policy implements the process of resolving findings taken from anti-terrorism, force protection and consequence management (AT/FP/CM) exercises conducted within the command. These exercises evaluate our capability to protect people, our installations and surrounding community areas. The findings are reported through the After Action Review (AAR) process, but must be subject to further examination, and resolved so that they do not result in later harm or mission failure. Subordinate commanders and the Garrison staff will be charged to review these AAR findings and develop improvements and solutions. This policy is effective the above date.

a. At the end of each AT/FP/CM exercise, the Director, Plans, Training, Mobilization and Security (DPTMS), within 10 working days of the formal AAR briefing to the Commander, will task out the findings. Areas with significant or immediate impact will be tasked for review and resolution within 10 working days of the formal AAR briefing date. These taskings and responses will be conducted via Email. DPTMS, USAG-HD will maintain a hard copy file of each AAR finding and its resolution.

b. Other findings will be tasked to the respective Garrison or staff to review and return improvements or solutions within 30 calendar days of the formal AAR briefing date. The enclosed work sheet will be used to transmit suspense requirements.

c. Resolution of a finding can be taken at the Garrison or staff level and reported. Findings requiring higher or additional levels of command emphasis, or resources, will be returned with such recommendations if properly supported. Findings returned without action will not be accepted.

IMEU-HEI-PL

SUBJECT: USAG-Heidelberg Command Policy Memorandum # 25, Resolution of AT/FP/CM After Action Review (AAR) Findings

d. AAR findings will be thoroughly measured for their community, and possibly theater-level AT/FP/CM impacts. Recommendation for change will not be constrained because of funding or some other reason, if logically supported. The best recommendation is that some action is taken to implement change at the lowest level with immediate impact.

e. AAR reviews will be numbered taskings based on the calendar year, and the Garrison undergoing AT/FP/CM exercise, e.g., 05-MANNHEIM AT/FP/CM AAR Finding Review. DPTMS will report the status of findings suspenses in weekly staff call.

3. Point of contact for this policy is the USAG Heidelberg DPTMS, DSN 373-7432.

Encl  
Finding, Suspense  
work sheet

/s/  
WILLIE E. GADDIS  
Colonel, AV  
Commanding

DISTRIBUTION:  
A

AT/FP/CM AAR FINDING WORK SHEET (via Email) # \_\_\_\_\_

1. Reference IMEU-HEI-PL memorandum, subject: USAG-Heidelberg Command Policy Memorandum # 25, Resolution of AT/FP/CM After Action Review (AAR) Findings
2. Tasking 05-MANNHEIM AT/FP/CM AAR Finding Review is provided for your information and appropriate action IAW above reference.
  - a. Review findings and determine how each can be resolved.
  - b. If immediate resolution can be made at the Garrison-staff level, provide summary of change and date to be implemented.
  - c. Need for additional resources such as personnel or funding will be returned to this HQ and include summary of analysis, facts supporting required resources, and appropriate recommendation.
  - d. AT/FP/CM AAR findings returned without action will be sent back for additional work.
3. POC this HQ is USAG Heidelberg DPTMS, Plans-Operations (CM), DSN 373-7432.

Enclosure  
as